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CIA CAREER COUNCIL

11th Meeting

Wednesday, 13 July 1955

DCI Conference Room

Administration Building

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Present

Harrison G. Reynolds  
Director of Personnel  
Chairman

25X1A9a

[REDACTED]  
Alternate for IG, Member

Robert Amory, Jr.  
DD/I, Member

25X1A9a

[REDACTED]  
Chief of Operations, DD/P  
Alternate for DD/P, Member

25X1A9a

[REDACTED]  
Director of Communications  
Member

Matthew Baird  
Director of Training  
Member

Lawrence K. White  
Deputy Director (Support)  
Member

25X1A9a

[REDACTED]  
Executive Secretary

25X1A9a

[REDACTED]  
Reporter

Sheff Edwards  
Security Office - Guest

25X1A9a

[REDACTED]  
Office of DD/I - Guest

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. . . . The 11th meeting of the CIA Career Council convened at 4:05 p.m., Wednesday, 13 July 1955, in the DCI Conference Room, Administration Building, with Mr. Harrison G. Reynolds presiding . . . .

MR. REYNOLDS: Will the meeting please come to order?

The first item on the agenda is the minutes of the 10th meeting, which are attached to your agenda. Are there any errors, omissions or comments thereon? If not, they stand approved as listed here, and it is so ordered.

Item 2 [ "Selection for Attendance at those External Training Facilities Requiring Approval of the DCI" ] - your attention is invited to paragraph 4, which is the important part. In order to start the ball rolling, I would like to make a suggestion to the Council that it consider the appointment of a small committee to invite the three major components to select and submit candidates for the various schools.

. . . Mr. White was called from the meeting . . .

MR. BAIRD: Harry, this is somewhat aside from the subject, but couldn't we confine that to a, b, c, d, e and j?

MR. REYNOLDS: That is it Matt. The next thing on here - I was going to suggest that this Regulation be completely rewritten, omitting f, g, h and i.

MR. AMORY: Not "i". You have to realize that a lot of people were misinformed on this thing.

MR. REYNOLDS: You see, it says they will be forwarded to the Director for his final approval.

MR. AMORY: But the point is, does the hierarchy in the Department of Defense - in fact, in their concept over there the Armed Forces Staff College is outranked only by the National War College. People go from Carlisle to the National War College but not from the National War College to Carlisle.

25X1A9a MR. [REDACTED] The Armed Forces Staff College at Norfolk should be No. 3 on the list.

MR. AMORY: It should be tied in with "b", actually.

25X1A9a MR. [REDACTED] Bracketed with the Industrial College.

MR. REYNOLDS: Then certainly we will include it, if that is your wish.

MR. BAIRD: I disagree with you - it ranks considerably lower. You have a lot of Lieutenant Colonels and some Majors, but the majority--

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MR. AMORY: I had lunch with General D. M. Schlatter not long ago and the point he made was that this was the progression. Of course, it's a shorter course - a rather specialized course. It's like saying, "Is West Point more important than the Battery Officers School" - or something like that.

MR. BAIRD: Then why are there lower-grade officers?

25X1A9a MR. [REDACTED] I think you can go to the Armed Forces Staff College and then to the National War College, but if you go to the National War College you can never go down the line; in other words, the National War College, the Naval War College, Air and Army War Colleges are on the top echelon.

MR. AMORY: Well, let's not waste time.

MR. REYNOLDS: Then why don't we put it as "b", unless there is some adequate reason for not doing it. And, Matt, if you would like to rewrite the Notice [REDACTED] 7, making the necessary changes in light of the reorganizations that have taken place since March of 1954--

MR. BAIRD: I don't care at all, but I'm just assuming that we don't want the people at this table to have to concern themselves with all of these colleges. But if you do, why fine--

MR. REYNOLDS: As I understand it, final approval of the Director is not needed to send anybody to "f", "g", "h" and "i". That is why--

25X1A9a MR. [REDACTED] This is written so that everyone who gets it would think the Director's approval was necessary for "f", "g", etc.

MR. REYNOLDS: We will assume it is necessary for "i", and make "i" - "b", and reduce the other ones down, if that is what this Council wishes.

MR. AMORY: I would be willing to make "i"- "f", and strike "f", "g", and "h" - they are the ones that don't belong here.

MR. REYNOLDS: Striking "f", "g", and "h", and make "i" - "f", and "j" - "g", and change paragraph 2 - is that satisfactory, gentlemen?

MR. BAIRD: Yes.

. . . This motion was so made, seconded and unanimously passed . . .

MR. AMORY: Just one question. Possibly we have gotten out in front on this a little, but my Career Board is doing what you propose this Committee do, within the DD/I area. Is the meaning of this action that we should stop doing that and this will be done across the board to [REDACTED] people? I hate to have people making duplicating studies.

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MR. REYNOLDS: I would think so, Bob, if it is the wish of you, Red and Dick to have a small committee, say someone from Matt's office and from mine, or either of us, if you want us, and some other, or one from each of you who will select these people, and then say, "Is this satisfactory to you, DD/I, to name these people from the DD/I?"

MR. AMORY: And then we could reconsider it in the Career Council. I think that makes good sense. I think the Committee ought to be you and Matt, and one from--

✓ MR. REYNOLDS: One from each of the three components. That will be five.

MR. AMORY: Our member will be [REDACTED]

25X1A9a

× MR. REYNOLDS: Is that satisfactory, gentlemen? The motion is so amended.

. . . Amendment to previous motion [see bottom of p. 2] was seconded and unanimously passed . . .

MR. REYNOLDS: On Item 3, "Report of Panel to Review Applications for the Armed Forces Staff College" - you will note that the three persons named were not considered qualified but that a Mr. [REDACTED] was considered qualified, and if this Council considers Mr. [REDACTED] okay, we should move on it at once because we have to get it going. The Armed Forces Staff College is very anxious to get word on it.

MR. AMORY: I'm all in favor of it. There is just one thing -- I guess he is your man, Dick -- but I would hope he can take the four hour briefing trip through the DD/I Offices, if he has to be an explainer of our set up, and if he just came from overseas he might not know what has been going on in the past 3 years here.

25X1A9a MR. [REDACTED] Do you want me to arrange that?

MR. AMORY: If somebody will just call my Office--

MR. BAIRD: If he took the Clandestine Services Review, which is almost automatic--

25X1A9a MR. [REDACTED] I think he's on the way now.

MR. AMORY: Well, if he gets the Review, maybe I would just like to talk to him for 45 minutes. Okay - that's all I wanted to be sure of, but I would like to talk to him.

✓ MR. REYNOLDS: Then is Mr. [REDACTED] satisfactory to the Council? 25X1A9a

25X1A9a MR. [REDACTED] Do we prepare this for the Director's transmission, or can you do that, Matt?

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MR. BAIRD: We have always been doing it.

MR. AMORY: Let's not put any more paper work in front of the Director than is necessary.

MR. REYNOLDS: All right, then I will assume that the Office of Training will prepare the necessary papers and implement it as rapidly as possible for Mr.

25X1A9a [REDACTED] to go to the Armed Forces Staff College.

25X1A9a Item 4 is the proposed revision of Regulation [REDACTED] Those of you 25X1A who sat on the Selection Board - [REDACTED] Matt Baird, and representatives from the DD/P and DD/I - we went over this exhaustively and all the changes have been reviewed and approved by the Selection Board except on pages 6 and 16. On page 6 at the bottom of the page we made the necessary changes to conform to the present structure of the Agency.

25X1A9a MR. [REDACTED] The Selection Board did review this one.

MR. REYNOLDS: They did review it but it will require the vote of this Council to implement it.

\* And we have here a suggested slate, because Colonel White said he did not want to submit anything to the Director that wasn't absolutely completed staff work, as Mr. Amory has just said. The DD/S - represented by myself, ex officio, or whoever is the Director of Personnel, and Mr. Baird and General

25X1A9a [REDACTED] with the alternates being Garrison and Saunders; the DD/P - [REDACTED] 25X1A9a

25X1A9a and [REDACTED], with alternates of [REDACTED] the DD/I - Kent and 25X1A9a

5X1A9a [REDACTED], with alternates of [REDACTED] Is that slate palatable to this 25X1A9a Council?

25X1A9a MR. [REDACTED] We had better look at page 16, Harry.

MR. REYNOLDS: That is right.

MR. BAIRD: Which paragraph?

25X1A9a MR. [REDACTED] Those paragraphs that are underlined.

MR. REYNOLDS: Paragraphs 3 and 4.

Do you remember, Matt, that Dr. Tietjen objected to this, and then we found we must do it.

25X1A9a MR. [REDACTED] We have two pending removal cases and we have to have a procedure as soon as possible to do it in an orderly way. Colonel Sheffield 25X1A9a Edwards has asked that one change be made, and [REDACTED] and I went over this and he proposes another change - both of which are in paragraph 4 -- just clarifying it, not changing the substance at all.

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MR. BAIRD: In other words, is paragraph 4 as it is written in this brochure here that we have - what you and [REDACTED] -

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25X1A9a MR. [REDACTED] Not quite. I will read it. Colonel Edwards' request is this, "subject only to the recommendation of disapproval by the Director of Security". In other words, the Director of Security wishes to recommend disapproval rather than to disapprove.

25X1A9a MR. [REDACTED] Disapproval of what?

25X1A9a MR. [REDACTED] Only that he [the individual concerned] appear before the Board. In other words, the Board could then take action to remove him from the Staff without his appearance before the Board or without his being offered the opportunity.

25X1A9a

Now, [REDACTED] proposal is - in the last two lines - "will be offered the opportunity of being interviewed by the Board or, at its discretion, by an Examining Panel."

MR. BAIRD: How many boards will this guy have been before by the time he gets to this Board now?

25X1A9a MR. [REDACTED] None.

MR. BAIRD: No Employment Review Board?

25X1A9a MR. [REDACTED] No. That has to do with his employment in the Agency, and this has to do with his membership in the Career Staff. This kind of action would back up possible Employment Review Board action or separation. In other words, it is quite possible to remove a man from the Career Staff even though you may not technically be able to remove him from the Agency immediately.

MR. BAIRD: All right. I didn't want to duplicate a lot of stuff.

25X1A9a

25X1A9a MR. [REDACTED] Why don't we accept [REDACTED] and Colonel Edwards' suggestions.

25X1A9a [REDACTED] The way this is written the Selection Board "will ensure" that he will come before the Board, whether he wishes to or not -- this says that the Selection Board will "ensure" that he comes. I have one case where the individual would not want to come before the Board.

25X1A9a MR. [REDACTED] Why don't we adopt these two modifications. I don't see that they are anything but improvements.

MR. REYNOLDS: It has been moved and seconded. Those in favor, please say "aye". Contrary minded? Motion carried. And that carries with it the nominations which I have read to you, unless there is some objection.

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The next item on the agenda is Item 6, "Intelligence Decorations" and "Ribbons to Accompany CIA Awards" - which is self-explanatory. We asked Colonel

25X1A9a [REDACTED] to come here this afternoon because as Vice Chairman of the Honor Awards Board he has been in the middle of this.

25X1A9a Colonel [REDACTED], we would like you now to take the floor and tell us what we are up against.

25X1A9a MR. [REDACTED] And Colonel Edwards has a security problem with respect to the staff studies.

25X1A9a COLONEL [REDACTED] The CIA Honor Awards Board has been recommending awards for approximately 3 years, I believe, and we have passed out a lot of kudos. We have reviewed the cases and we have made surveys and studies and we have come up with the recommendation that instead of a medal with a ribbon, such as the military have, that it would be a medallion which could not be worn. You could keep it on your desk or at home or someplace else. We are talking Honor Awards of CIA as differentiated from Non-CIA Awards, the National Security Medal and the Medal of Freedom. We recommended that CIA Honors be awarded without a ribbon. Naturally, security would always prevail as to when the award should be made, and the publicity, and so forth, and the Director or Personnel would naturally handle all the details after we had reviewed the case and made our recommendations. Those studies that we have submitted have been returned to us. They were concurred in by this Council; however, they were returned to us by General Cabell, in one instance saying he thought ribbons were in order, or that there was interest in ribbons, and in another case that we were limiting the Director's prerogative in making CIA awards. In the first non-acceptance by the DDCI, speaking for the Honor Awards Board, I will say that we have never limited the Director's prerogatives. We have said that we feel, in the case of a man who is on active military service, that the normal rule, if it is security advisable, would be to recommend to his parent service that he be given an award by the parent service. If it is inadvisable from a security standpoint, then the Director would give a CIA award.

Then the second non-acceptance by the DDCI was the matter of ribbons. It was agreed and has been signed off by the Director, that we would have medallions instead of the ordinary type of chest medal. We had, as you all know, a terrific time in getting the Department of Defense to accept the wearing of the National Security Medal ribbon, and it takes the least precedence over any that has ever been awarded, even though we think it is way up with the Distinguished Service Cross.

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MR. REYNOLDS: Doesn't it come after the Purple Heart?

25X1A9a COLONEL [REDACTED] After your campaign ribbons. It is the lowest of the low.

25X1A9a MR. [REDACTED] They [the Department of Defense] took an extremely dim view of this ribbon having been shoved down their throats on the 19th of March, on Harry Truman's last day in office. They were not consulted, so they were outraged because for 150 years the uniform had been kept pure of all civilian decorations, and here, without their knowledge, on the last day of the Democratic incumbency they now had to wear civilian ribbons. And they still take a dim view of it, and they have thrown up a palisade to any activity CIA might have to propose with respect to ribbons on military uniforms.

25X1A9a COLONEL [REDACTED] So I feel we have a medallion, we could put a great big ribbon in the background of the case--because no one will ever be able to wear the ribbon anyway.

MR. AMORY: Then if a guy has a good conduct ribbon he shouldn't wear it?

You have to wear your highest award if you wear any?

25X1A9a MR. [REDACTED] They have you stopped cold.

25X1A9a [REDACTED] The point is we have reviewed this, and believe me, the Honor Awards Board has met a minimum of 100 times, and we have passed on all cases, and we have reviewed this and gone into it at great lengths with the Army, Navy, Marine Corps and Air Force, and we have come to the conclusion that a nice CIA award should be a nice big medallion that can't be worn, and should NOT include a ribbon, and we have gone on record as stating so, and we have been told that you people concurred in that, but General Cabell did not, and I stand here asking for your advice as to what do I do next?

. . . Off the record . . .

25X1A9a MR. [REDACTED] There is another joker in this. Since it is very easy to design two very similar red, white and blue ribbons, the Department of Defense has control of another channel because no ribbon can be used unless it is designed by the Heraldic Branch of the Quartermaster General, headed by a man by name of DuBois, who is in violent controversy with CIA over the National Security Medal. So in order to get a ribbon, we will have to ask the Secretary of Defense to direct the Quartermaster General to direct the Heraldic Branch--

MR. BAIRD: Jean, how much of all this background does General Cabell know?

25X1A9a COLONEL [REDACTED] I personally, as acting Chairman of the Board have not talked to General Cabel on this subject.

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MR. REYNOLDS: I think I can answer that, - that General Cabell called in  
25X1A9a [REDACTED] and said "Will you please check this matter up" - and Vince, who  
just couldn't believe what Jean has said could be true, went up and saw certain  
people who also didn't believe it could be true, so he went back to General Cabell  
without having thoroughly canvassed the front. And I talked to Vince about it  
and he said, "Well, General Cabell doesn't like the idea, and that is all I know  
about it."

. . . Off the record . . .

MR. REYNOLDS: In precedence where does it sit if you have the Order of the  
British Empire?

25X1A9a [REDACTED] It's the last American one--

MR. REYNOLDS: Then you start with the Order of the British Empire and the  
Croix de Guerre?

MR. AMORY: They go in precedence of when they are received.

25X1A9a COLONEL [REDACTED] According to the date they're received.

25X1A9a [REDACTED] But if you had two from the British, then it's the  
order of seniority.

25X1A9a COLONEL [REDACTED] I must say that quite a few senior officers wear them in  
the wrong order, because they like it that way.

. . . Off the record . . .

25X1A9a MR. [REDACTED] Isn't there a security implication on this ribbon business,  
Sheff?

MR. EDWARDS: I am in accord with the point that the ribbon can be a risk,  
and I would recommend against the ribbon--I mean a risk from the point of view  
of embarrassment and sometimes worse.

25X1A9a MR. [REDACTED] I would like, in order to get this poor Council off the dime at  
the moment, to second what Harry has to say, that he and Jean go to see General  
Cabell and lay this problem before him. There isn't any other way out of it.  
I think, as a matter of fact, we owe it to General Cabell and the Director to  
bring them up-to-date on this situation, because the noises the Director makes  
about these things [the repute of the National Security Medal] aren't anything  
like these noises here, and he better have the facts or he might embarrass  
himself.

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25X1A9a COLONEL [REDACTED] As a matter of fact, Harry and I have agreed to do so and if you concur we plan to talk to General Cabell and really point out the complete picture. There is no reason why he shouldn't know, nor why he should get half-baked information.

MR. BAIRD: I couldn't agree more, and I hope it establishes a precedent for same.

MR. REYNOLDS: All right, Jean, we will talk to him.

Item 7, "Appointment of Staff of Provisional Headquarters Unit, CIA Military Reserve", is the first step in the establishment of a Reserve Affairs Branch in the Military Personnel Division of the Office of Personnel. The various Reserve components have asked us to take over the administration of these Reserve units, and we have agreed to do so. Colonel White, the DD/S, has signed off on this. You will note in paragraph b. of the memorandum dated 7 July 1955 on this subject, states: ". . . such selection to be made by the Director of Personnel subject to the concurrence of the Career Council." The persons named in the last paragraph are what we would like to have you approve as a recommendation.

MR. BAIRD: May I ask, in this connection, how much time is going to be required - on-duty time - of these officers?

MR. REYNOLDS: With this group? If they are on-duty time, they will get credit for it as active duty training.

MR. BAIRD: Harry, that was not quite what I meant. I meant how much of the normal production day that these people are supposed to give to CIA, will be required of them?

MR. REYNOLDS: I can't answer that, but it will certainly not be anymore than they have given in the past. In fact, it will be less, because this Reserve Affairs Branch, which will be run by an officer assigned to it, will be doing the pick and shovel work.

MR. BAIRD: In other words, Colonel [REDACTED] is not the officer 25X1A9a who will be in charge of this Reserve Affairs Unit in MPD?

MR. REYNOLDS: No. Captain [REDACTED] will run the unit, and there will 25X1A9a be enlisted men in the unit, and if we have to use officers, to give them credit for active duty time for adjutant general type service, we will give them so many hours' credit for active duty training to help this out. In fact, I think less time will be demanded of these people, because they asked for it in order to take the load of administration off of them.

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MR. BAIRD: There is nothing in this paper that says what kind of a unit you are going to establish in the Military Personnel Division.

MR. REYNOLDS: No, there is not, because the staff study has not been approved by the Director yet. It is now in Red's hands, and he has one or two changes to make before submitting it to the Director.

MR. BAIRD: I hope there is nothing in this paper which puts a burden on the Office of Training to do the training.

MR. REYNOLDS: We had a meeting yesterday with the Department of Defense manpower people, requesting them to give our reserves--all four types of reserves--opportunities to get credit for certain types of training, and go through the whole process. Captain S. S. Bowling in the Navy, and a Colonel John C. Crain of the Air Force, and a Lt. Col. Paul M. Hart of the Army, were the three senior officers present, and they all agreed they would help in every way they could, but could not promise what the Services would do when it came down to the Services. Major R. W. Landwehr of the Marines will handle that phase of it for the Navy. On the training thing, Matt, they agreed they would recommend additional MOS's, if necessary, so that CIA reserve officers could get credit for their own tradecraft type of work, etc. They said, however, that they would not permit CIA to administer any training program, that they themselves must be in charge, which I think would mean, if it was run at the

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that they would detail people to us - selected people to us.

25X1A2d1 MR. AMORY: Is it

MR. BAIRD: [Nodded in the affirmative]

MR. REYNOLDS: The thing is just starting off and the reason for this paper, and subsequent papers, which you will be informed on - the request of the reserve officers themselves, plus our own mobilization planning activities--

MR. BAIRD: Harry, I don't quarrel with any of this. I just want to make sure I read this correctly in that this particular paper will not put an additional burden on the Office of Training, because we haven't got the real estate or the instructor staff to take on an additional burden.

25X1A9a MR. As I understand it, Matt, what is under discussion in

paragraph 3 a., the PHASE I and PHASE II are once a week evening session seminars conducted by the Reserve units themselves, and with whoever they can scrounge to lecture to them. It is not the Office of Training. You are not concerned at all.

MR. BAIRD: That is all I want to be sure of.

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MR. REYNOLDS: That is right. The Office of Training is not committed by this paper in any way. The only place is if we were to go on with this pilot job - which you know of anyway.

MR. AMORY: Will this get implemented fast?

MR. REYNOLDS: I hope it will.

MR. AMORY: By late today?

25X1A9a MR. [REDACTED] The PHASE I schedule starts in September.

MR. REYNOLDS: But the whole set-up in our Office--I doubt if we will get it much before the end of the year.

Do I hear a motion that you approve the selection of these people?

. . . Motion was so made, seconded and unanimously passed . . .

MR. REYNOLDS: There is one other item of new business, gentlemen, which is very important. We don't believe that we can have another meeting of this Council until September, after Labor Day, and it would be, then, the second Thursday, probably, in September, but prior to that time we must do some groundwork on the changes in the Fitness Report. And if you approve, we will appoint a committee from the three major components to do the spade work on a

25X1A9a new Fitness Report before Dr. [REDACTED] goes away, and he is leaving about the middle of August for four months.

MR. BAIRD: The 1st of August. Well, he is not leaving then, but he will have his proposal ready.

MR. REYNOLDS: He has been working with this thing, and we would like to get it all ready so that when we do submit it to you in September it will be as nearly complete as possible.

25X1A9a MR. [REDACTED] The idea is to have a group representing the Council that

25X1A9a can work with [REDACTED] and myself before he leaves, so that each member of the Council has somebody who has been in intimate contact with the problems and proposals. When this comes up in September, when the Council next meets, each member of the Council will be in a position to know how it has been arrived at, what the problems are and what the best solutions are.

MR. REYNOLDS: Bob, who would you like to have do it from the DD/I?

25X1A9a MR. AMORY: [REDACTED] And I'll take a good deal of personal interest in it. I am not at all satisfied with it presently.

I would like to make one suggestion which maybe you won't like at all, but to be put in effect right away, and that is that when a Fitness Report

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becomes due on a person, and say it's particularly the level I would be filling it out on, that the last preceding one be sent to the office. It's awfully hard to tell whether your standards have changed in the meantime. For instance, I never use the subdivisions on the form - I just go right down the middle, take the middle line. Now if I filled one out on Sherman Kent last August and I went to the extreme right margin and if this time I put it in the middle then they would say he is sliding off in this regard, which is utterly unintended. In other words, I think if you are watching a career employee who is steadily in the middle and upper echelons, it's the changes that you note over a year that are the most relative things to a top commander of the Agency.

MR. BAIRD: Harry, in that respect, what has happened to the suggestion that we don't make a Fitness Report on everybody every year?

MR. REYNOLDS: I have never head that suggestion made, Matt. I have heard a lot of things that were not very complimentary about the Fitness Report.

MR. BAIRD: I thought that was one of the things that was kicked around.

25X1A9a MR. [REDACTED] One of the results of this questionnaire--and you will recall that the Council authorized a questionnaire, which went out to a great many people, and more than 250 have been returned--perhaps I am anticipating [REDACTED] results of research, but one of the things which is very prominently recommended is that you can't use the same Fitness Report to rate Sherman Kent that you use for a courier, say; that it doesn't make sense to use the same report for everybody in the Agency.

MR. AMORY: Again, I don't know if the Army still does this, but I thought they were wise when they got away from all forms for general officers and used just a letter--

25X1A9a [REDACTED] It's a letter.

25X1A9a MR. [REDACTED] That is one of the possibilities, that all supergrades for instance would not have Fitness Reports. But there are so many possibilities that we need a working group from the Council to work with Dr. [REDACTED] and the rest of us in Personnel and in the Assessment and Evaluation Staff to come up with something the Council would want.

MR. REYNOLDS: Is there any particular person, Dick, that you would like to have work on this?

25X1A9a MR. [REDACTED] I think [REDACTED] But is this going to be a very time-consuming exercise?

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MR. REYNOLDS: You can't tell. I don't know what [REDACTED] will want to do on this. 25X1A9a

25X1A9a MR. [REDACTED] There might be a fair amount of work between now and the 15th of August, to make sure that this group who will be representing you has everything

25X1A9a that [REDACTED] wants to have to present to the Council, because [REDACTED] will not be here to do it in person. 25X1A9a

25X1A9a COLONEL [REDACTED] Isn't there a working task force at the present time?

25X1A9a [REDACTED] No.

25X1A9a MR. [REDACTED] Here is the problem. Unless you get a very senior fellow who has had a lot of experience you are not getting the type of thinking put in that you want. On the other hand, I can't ask a fellow like that to do it and ask him to sit day after day to sweat out the details.

25X1A9a MR. [REDACTED] There are plenty of technicians to carry out the desires of this task force.

25X1A9a MR. BAIRD: Couldn't you designate [REDACTED] and then let Gordon give

25X1A9a it to [REDACTED] for recommendations to him, and then work it out with him?

25X1A9a MR. [REDACTED] Fine. That is what I had in mind, so that somebody did the pencil work for him.

25X1A9a MR. [REDACTED] Among the proposals now is that there be a short form for reassignment reports and change of supervisor, and so on, which would, let's say, be half of the long form - the long form being done once a year. That would simplify the present system very considerably, because it is required, under our present Regulation, that when a supervisor changes or when the individual changes and there is a reassignment, that a Fitness Report be filled out. It just isn't practical or desirable, or useful, actually [ ] to make out a complete Fitness Report on the present form [ ]--in practice it has worked out that way. Furthermore, there is another proposal to improve it, that there be greater emphasis on performance and less on more or less intangible personality evaluation--these 50 characteristics, including tough-mindedness, and so on. In other words, the shift is towards actual performance rather than personality evaluation, as it were.

MR. REYNOLDS: I will ask Red who he would like to represent the DD/S on it, and we will proceed to get going on it, if that is satisfactory to everyone here.

Any further business?

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25X1A9a MR. BAIRD: [REDACTED] would like to have the opportunity of coming down from Carlisle and appearing before this Board at a meeting, to tell what he believes would be of value to CIA people from attendance at the Army War College, if that could be arranged.

MR. AMORY: I would like to amend that to say that we invite the panel which was designated earlier to sit with us and hear that, too.

MR. REYNOLDS: All right.

Unless you are advised to the contrary, the next meeting will be the second Thursday in September.

. . . The meeting adjourned at 4:45 p.m. . . .

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